



Management Competencies



Transition Skills



Leadership Potentials

GROUP REPORT



Introduction

The survey, Management Competencies, Transition Skills, Leadership Potentials (MTL©) is designed to assess your professional development. Progression from management to leadership follows a natural progression. The competencies necessary for the management of tasks and people are quite different than the leadership potentials needed to inspire and motivate others. There are also basic transition skills that are necessary as you move from management to leadership. The MTL was created to determine where you are in this progression. Your strengths will be highlighted and your development opportunities will be underscored. Areas of particular importance are also illuminated.

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Contents

The MTL© questionnaire has three parts and twenty-two themes that assess different elements management and leadership as illustrated on page 4. Part I consists of Management Competencies. Definitions for each of the nine (9) Management Themes are found on page 5 followed by your scores on these management themes on page 6. The importance ratings are highlighted and your personal scores are compared to the MTL© norms.

Part II consists of Transition Skills necessary to move from Management to Leadership. Definitions for the four (4) Transition Skills are offered on page 7. Your scores on these themes, importance rankings, and MTL© norms are included on page 8.

Part III consists of Leadership Potentials. The definitions of the nine (9) Leadership Potentials (page 9) are provided followed by your scores on each of the themes (page 10). Importance ratings and MTL© norms are provided for your review as well.

Page 11 offers a summary of your personal scores, importance ranking, and MTL© norms. Page 12 gives you a clearer profile of your scores.

The most important themes & high scores are contrasted with most important themes & low scores, as well as with less important themes & high scores and less important themes & low scores on page 13. This matrix is designed to stimulate your thinking about your development – to put things into context.

Finally some specific suggestions for your development are offered as you move to start your work on your Leadership Investment Strategy (LIS) and begin to experience the richness of the Resource Library (page 14 and 15).

The MTL© results will help you focus your development. Carefully consider how the scores highlight your strengths and guide you in the areas for improvement.

Look for patterns within and among the themes.

Review how you scored on the themes that you identified as important for success.

Start thinking about your continued development. You will find specific objectives and activities that we suggest for you in your Leadership Investment Strategy. You will also find many helpful resources as you continue thru the resource library.



Management Competencies



Transition Skills



Leadership Potentials



ABILITY TO DELEGATE



SHOWS DRIVE AND INITIATIVE



ABILITY TO MOTIVATE OTHERS



ANALYTICAL THINKING



SELF UNDERSTANDING



BUILDS TRUST



CONFLICT MANAGEMENT



TEAM BUILDING



COMMUNICATION



CUSTOMER ORIENTATION



WORK LIFE BALANCE



DEVELOPING OTHERS



DECISION MAKING



INITIATING CHANGE



MANAGING EXECUTION



OPENNESS



ORGANIZATIONAL THINKING



STRATEGIC THINKING



STRESS RESISTANCE



VALUE CONGRUENCE



UNDERSTANDING FINANCIAL DATA



VISIONING



Part I Management Competencies includes the following themes:

- Ability to Delegate is assuming the responsibility to assign tasks that are clear, understood, and complete. It means setting clear objectives, holding self and others accountable to those objectives.
- Analytical Thinking is the ability to consider all the options and approach a problem in a logical and objective manner. It includes solving problems and designing tactics appropriate for the issue at hand.
- Conflict Management is the ability to grasp the issue with a methodical problem solving approach when the situation is difficult or unclear. It is the ability to work with others in resolving differences and solving personal problems that arise among individuals. It includes negotiating skill in working toward resolution.
- Customer Orientation is the sense of knowing who the customer is, what the customer needs, and what the customer wants.
- Decision Making is the competency to decide quickly in a sound and ethical manner. It is the ability to brainstorm alternatives, create contingency plans, work toward consensus, and commit when necessary.
- Manage Execution is the ability to create stability through process and policy. It meets objectives in a timely fashion, plans details, and supplies.
- Organizational Thinking is the tendency to consider the organization from an innovative and profit centered orientation. It includes business spirit and loyalty.
- Stress Resistance is the ability to handle situations even when under sustained stress. It includes a particular tolerance and management of personal behaviors.
- Understanding Financial Data is the competency to plan and manage budgets. It looks for ways to reduce costs and increase revenues. Understanding Financial Data looks to apply cost benefit and ROI analyses in necessary and appropriate ways.



MANAGEMENT COMPETENCIES

Areas and Themes	Importance Rating	Your Scores	Group Averages
Management Competencies			
Ability to Delegate			
Analytical Thinking			
Conflict Management			
Customer Orientation			
Decision Making			
Managing Execution			
Organizational Thinking			
Stress Resistance			
Understanding Financial Data			



Part II Transition Skills includes the following themes:

- Drive and Initiative demonstrates focus on results with integrity, setting assertive goals, and monitoring progress. Clarity and disclosure is necessary in the articulation of objectives, planning the processes, and moving toward benchmarks and final result.
- Self Understanding exhibits knowing one's abilities and limitations. It includes exhibiting sensitivity to others; knowing the impact a particular leadership style has on others. Understanding self is being open to feedback and acknowledging vulnerability and shortcomings.
- Team Building focuses on concrete performance results, that is what teams are all about. There are five essential elements of effective teams: 1) Positive Interdependence; 2) Individual Accountability; 3) Face-to-face interaction; 4) Collaborative skills; and 5) Group processing.
- Work Life Balance demonstrates an alignment of responsible, healthy priorities. It includes productive work results, happy personal life, physical and psychological health.



TRANSITION SKILLS

Areas and Themes	Importance Rating	Your Scores	Group Averages
Transition Skills Shows Drive and Initiative Self Understanding Team Building Work Life Balance			



Part III Leadership Potentials includes the following themes:

- Ability to Motivate Others is the ability to intellectually stimulate others, inspire them to do work, attend to them individually, and motivate them through who you are. Includes skills of persuasion and political savvy.
- Building Trust is demonstrating confidence in self, knowledge of self, and authenticity. It that you have the necessary integrity, intent, and capabilities to trust and be trusted. exhibited in specific behaviors, collaborations, and securing results.
- Communication is the ability to share thoughts, ideas, and values clearly, accurately, and Communication requires appropriate verbal and non-verbal skills. It includes face interactions that are appropriate and make meaning. Presentation skills that inspire, and get the message to the listeners. It requires clear and concise writing.
- Developing Others includes power sharing, respecting others, including others in new activities. It includes attracting, selecting, and retaining talent. Effective coaching is necessary competency.
- Initiating Change requires driving toward innovation. It supports creativity and risk taking to inspire ideas, technologies and processes. It looks to promote and manage change while understanding the need to allocate time, energy, and financial resources to ensure culture of innovation.
- Openness includes the propensity to entertain most, if not all, ideas. It includes acceptance of individuals and their thoughts. Flexibility is evident in managing time, resources, processes, and policies. Adaptable behavior is evident.
- Strategic Thinking demonstrates how all the individual parts contribute to the whole. It includes a orientation which demonstrates the tendency to view a particular work project or alignment with a larger objective. It is both a process and results orientation.
- Value-congruence is persistent in communicating personal and organizational values. It includes working toward value alignment when working with others, demonstrates personal integrity, and encourages others to live their values.
- Visioning is looking to the future and creating an understandable big picture and a shared vision. An intuitive ability to see how current policies will extend into the future. Visioning includes the dedication and persistence to accomplish the projected future.



LEADERSHIP POTENTIALS

Areas and Themes	Importance Rating	Your Scores	Group Averages
Leadership Potentials			
Ability to Motivate Others			
Builds Trust			
Communication			
Developing Others			
Initiating Change			
Openness			
Strategic Thinking			
Value-congruence			
Visioning			



IMPORTANCE RATINGS AND OVERALL SCORES

Areas and Themes	Importance Rating	Your Scores	Group Averages
<p>Management Competencies</p> <ul style="list-style-type: none"> Ability to Delegate Analytical Thinking Conflict Management Customer Orientation Decision Making Managing Execution Organizational Thinking Stress Resistance Understanding Financial Data 			
<p>Transition Skills</p> <ul style="list-style-type: none"> Shows Drive and Initiative Self Understanding Team Building Work Life Balance 			
<p>Leadership Potentials</p> <ul style="list-style-type: none"> Ability to Motivate Others Builds Trust Communication Developing Others Initiating Change Openness Strategic Thinking Value-congruence Visioning 			



YOUR PROFILE

Areas and Themes	Profile	Your Scores	Group Norms
	1 2 3 4 5 6 7		
Management Competencies			
Ability to Delegate			
Analytical Thinking			
Conflict Management			
Customer Orientation			
Decision Making			
Managing Execution			
Organizational Thinking			
Stress Resistance			
Understanding Financial Data			
Transition Skills			
Shows Drive and Initiative			
Self Understanding			
Team Building			
Work Life Balance			
Leadership Potentials			
Ability to Motivate Others			
Builds Trust			
Communication			
Developing Others			
Initiating Change			
Openness			
Strategic Thinking			
Value-congruence			
Visioning			

● Group Scores

■ Group Norms

* Selected as important



SKILLS OF HIGH IMPORTANCE

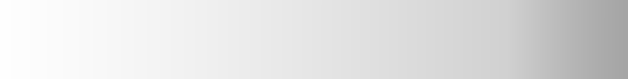
Most Important and High Scores	Most Important and Low Scores
Less Important and High Scores	Less Important and Low Scores

Most Important and High Scores are your two (2) highest scores from the themes that you ranked most important

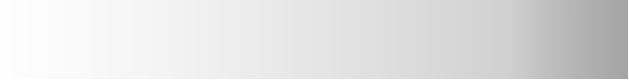
Most Important and Low Score is your lowest theme score from the themes that your ranked most important

Less Important and High Scores are scores above the norm but not important for you in your current context

Less Import and Low Scores are below the norm and but not important for you in your current context



Strengths



Development Opportunity